

## Exemption Application Form 2007/08

A background image of several fish swimming in water, overlaid with semi-transparent colored rectangles in shades of green and blue.

# IRM International Diploma in Risk Management

### Information and instructions for completing this application form

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Please read the instructions, prior to completing and submitting this exemption application. Failure to follow the procedures will delay applications being processed.

Holders of certain qualifications may be entitled to exemptions from IRM's International Diploma in Risk Management.

#### Types of exemptions

*Standard exemptions* are qualifications that have previously been approved by the Institute. A list can be found on IRM's website.

All standard exemption applications **MUST** include the following:

- A copy of a certificate confirming successful completion of qualifications or a letter from the awarding body on official headed paper, confirming date of completion of qualification and modules passed.
- The standard exemption fee(s).

*Non-standard exemptions* are reviewed by IRM's Exemption Panel and will **NOT** be considered without sufficient supporting documentation and all relevant sections of this form completed.

The non-standard exemption process requires the applicant to complete the cross-reference table for the module(s) they are seeking exemption from.

The table has already been populated with the module syllabus. Applicants must put their name at the top of each table they are submitting as part of their application. See appendix 1.

To gain exemption, applicants must be able to demonstrate and link the relevant content covered in the qualification(s) they have previously completed against IRM's syllabus.

Please provide the appropriate syllabus (which must be detailed enough to provide clear evidence) and make reference using page numbers to assist IRM's Exemption Panel.

All non-standard exemption applicants **MUST** include the following:

- The relevant cross-reference table(s),
- A copy of the qualification syllabus that supports the exemption application,
- A copy of a certificate confirming successful completion of qualifications or a letter from the awarding body on official headed paper, confirming date of completion of qualification and modules passed,
- The non-standard exemption administration fee.

### Candidates applying for partial exemption – fewer than seven modules

Exemptions are granted on a module by module basis. Applicants must supply evidence to prove they have previously studied all material included in a module syllabus to a level equivalent to the Diploma.

Please follow the above procedures for standard and non-standard exemptions.

Any questions or queries on partial exemptions should be directed to IRM's education team at **studentqueries@theirm.org** or + 44 (0)20 7709 9808



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### Candidates applying for direct entry to Graduate (GradIRM) or Member (MIRM) status through full exemption

If applying for full exemption from the Diploma, applicants must follow the above standard and non-standard procedures and attach a full CV.

Applicants applying for MIRM status basing their exemptions on both qualifications and experience **MUST** clearly demonstrate seniority in their position and 10 years of relevant risk management experience. This information must be cross-referenced against the Diploma syllabus.

If an applicant's technical and/or sector experience is not listed, please submit the application anyway, if you believe they are relevant.

Any questions or queries for full exemption should be directed to **membership@theirm.org** or + 44 (0)20 7709 9808

### Completing the application form

All applicants must complete ALL sections and the cross-reference tables relevant to their application.

Failure to complete and enclose relevant information will delay the application. The responsibility is on the applicant to prove their eligibility for exemption.

Existing students on the transitional year applying for exemptions under the existing Diploma must submit their applications before May 2008, but need not complete the cross-reference tables.

IRM's Exemption Panel's decision is final.

### Payment of fees

All standard exemption fees must be submitted with this application form or a request for an invoice.

All non-standard exemption applications must be submitted with the non-standard exemption administration fee. On approval of non-standard exemptions, IRM will provide details of what additional exemption fees are payable.

### Assessing exemption application forms

Applicants will normally be notified of the outcome of their application within one month of its receipt. The exemption will not be recorded until all exemption fees have been received and the applicant has registered with the Institute as a student or joined as a Graduate or Member.



# 2007/08 International Diploma Exemption Form

## Section A – Personal details

EXISTING IRM MEMBER

Please tick (✓) box

YES  NO

MEMBERSHIP NUMBER

TITLE

Mr/Mrs/Miss/Ms/Other

FORENAME

SURNAME

ADDRESS

Town

County/State

Postcode

Country

TELEPHONE

FAX

MOBILE

EMAIL

## Section B – Exemption application type

Please one tick (✓) box

I AM APPLYING FOR PARTIAL EXEMPTION

I AM APPLYING FOR DIRECT ENTRY TO MEMBERSHIP

## Section C – Exemption requests

NEW INTERNATIONAL DIPLOMA

IND001: Principles of Risk

IND002: Risk and Organisations

IND003: Risk Decisions

IND004: Risk Leadership

IND005: Risk Solutions

EXISTING DIPLOMA (FOR TRANSITIONAL STUDENTS ONLY)

D001: Risk Management: Organisation and Context

D002: Risk Assessment, Analysis and Evaluation

D003: Risk Treatment: Risk Control

D004: Risk Treatment: Risk Financing

D005: Corporate Governance

\*SPECIALIST MODULES

D006: Occupational Safety and Health

D007: Insurance

D008: Legal & Contract Risk

D009: Public Sector Risk Management

D010: Health Sector Risk Management

D011: Treasury Risk Management

D012: Project Risk Management

D013: Business Continuity and Crisis Management

D014: Information Systems Risk

*\* Note for transitional students - only one specialist module needs to be completed if seeking exemption before May 2008.*

LEVEL 3

Exemption only granted for those applying for direct entry to membership

## Section D - Evidence supplied

STANDARD EXEMPTIONS – I HAVE INCLUDED

1. A copy of a certificate confirming successful completion of qualifications or a letter from the awarding body on official headed paper, confirming date of completion of qualification and modules passed.

2. The exemption fee(s).

NON-STANDARD EXEMPTION – I HAVE INCLUDED

1. The relevant cross-reference table(s)

2. A copy of the qualification syllabus that supports the exemption application

3. A copy of a certificate confirming successful completion of qualifications or a letter from the awarding body on official headed paper, confirming date of completion of qualification and modules passed

4. The non-standard exemption administration fee

## Section E - Fees payable

Please note fees are non-refundable

FEES	QUANTITY	SUB TOTAL
First Standard Exemption Fee @ £110	1	
Subsequent Standard Exemption Fees @ £65		
Non-Standard Exemption Administration Fee @£85	1	
<b>TOTAL PAYABLE</b>		£

## Section F – Methods of payment

Please tick method of payment (✓)

BY CHEQUE

Please make your cheque payable to Institute of Risk Management and attach it to your application form. Ensure your name, and if known your membership no is written on the back of the cheque.

BY CREDIT/DEBIT CARD  
(Visa/Mastercard only)

VISA

MASTERCARD

DEBIT MY ACCOUNT FOR

£

Please enter your card details below

CARD NUMBER

3 DIGIT SECURITY CODE

EXPIRY DATE

SIGNATURE

CARDHOLDER'S NAME AND ADDRESS (If different from above)

Name ..... Company .....

Address .....

..... Postcode ..... Country .....

BY BACS

You must ensure you quote your company name, membership number if known and any invoice number provided. There will be a delay in identifying your payment without this information.

BY BANK DRAFT

All bank drafts must be in UK sterling, any bank charges must be covered. Please ensure your name, membership number if known and an invoice number provided is written on the back of

BY INVOICE

If you require an invoice, please confirm contact details if different from above.

IRM BANK DETAILS

Account Name Institute of Risk Management

Bank Name Lloyd's TSB

Account Number 00748112

Sort Code 30-93-23

Swift Code LOYDGB21009

IBAN No GB46LOYD30932300748112

INVOICE NAME AND ADDRESS (If different from above)

Name ..... Company .....

Address .....

..... Postcode ..... Country .....

# APPENDIX 1

Applicants Name.....

## IND001: Principles of Risk

IRM Syllabus	Referenced syllabus from completed qualifications and /or work experience if applying for GradIRM/MIRM status
<p><b>Direction for risk management development</b> Possibilities in six dimensions, what, when, why, who, and how.</p>	
<p><b>Definitions</b> Of risk, threat, opportunity and uncertainty distinguished; relationship with performance objectives, implications for uncertainty management. Risk management, opportunity management and uncertainty management compared.</p>	
<p><b>Formal risk management and process frameworks</b> Benefits of formal processes, standards and guidelines.</p>	
<p><b>Application contexts and associated risk management issues</b> Operating, project, programme, strategy and corporate contexts.</p>	
<p><b>Objectives for risk management applications</b> Distinguishing benefits and objectives for risk management. Objectives for process, application, performance and strategic capability; links between these objectives. Planning the scope and purpose of a risk management application.</p>	
<p><b>Understanding uncertainty</b> Quantification of uncertainty (distinguishing targets, expectations and commitments); measures of risk (mean, variance, semi variance, cumulative probability distributions), interdependence between sources of uncertainty (e.g. virtuous and vicious circles).</p>	
<p><b>Risk evaluation</b> The importance of risk-performance trade-offs, and risk efficiency as a key criterion in evaluating alternative course of action. Risk aversion, loss aversion and framing of decision choices. Cost benefit analysis as a basic framework: scope and limitations. Four cultural biases towards risk evaluation (perception): the fatalist, the hierarchist, the individualist, the egalitarian.</p>	
<p><b>Multi-party issues</b> Risk ownership, risk allocation and related risk management implications.</p>	
<p><b>Building capability in risk management</b> Assessing risk management capability (benchmarking, risk maturity). Descriptors of capability: focus of attention, range of application contexts, nature and quality of risk management processes. Facilitators of risk management capability: scope of supporting risk management infrastructure, supporting organisational capabilities, organisation learning, organisation culture, human resource capability.</p>	

Applicants Name.....

**IND002: Risk and Organisations**

<b>IRM Syllabus</b>	<b>Referenced syllabus from completed qualifications and /or work experience if applying for GradIRM/MIRM status</b>
<p><b>Understanding the risk environment</b></p> <p>Regulatory environment; legal sensitivity; the effect of licensing and other constraints on business. Special hazardous activities (e.g. construction, healthcare, transport). Environmental factors; weather, pollution risks, political stability. Brand risk issues. Understanding how these issues drive the “risk emphasis” in an organisation.</p>	
<p><b>Organisational structures and their impact on risk management</b></p> <p>Centrally controlled versus diversified organisations. Understanding the role of the centre in establishing risk management responses and in setting risk appetite and risk tolerance. Culture of devolution of responsibility with accountability.</p>	
<p><b>Risk Governance</b></p> <p>How risk management functions are positioned with organisations; reporting lines; CRO function; Terms of Reference for risk/audit and other teams. Understanding how all aspects of risk are managed in organisations – risk committees, risk roundtables. How corporate governance requirements motivate directors towards risk management. Role of shareholders in influencing risk management. Importance of risk reporting, internally up through and across organisations and externally to stakeholders.</p>	
<p><b>Acceptance of risk in organisations</b></p> <p>How risk appetite drives an organisation’s response to risk. What characterises an organisation’s approach to the tolerance, aversion and appetite for risk. National cultures and their influence on the risk profile of an organisation. Business strategies in transferring and avoiding risks. How Contingency Planning, Crisis Management and Recovery Planning play their part in managing risk.</p>	

Applicants Name.....

**IND003: Risk Decisions**

<b>IRM Syllabus</b>	<b>Referenced syllabus from completed qualifications and /or work experience if applying for GradIRM/MIRM status</b>
<p><b>Decision-making, an introduction</b> Students are introduced to decision theory and decision-making strategies.</p>	
<p><b>Decision-makers, risk thinking and decision-making</b> Recognising that in most cases it is people that make non routine risk decisions, students will explore decision maker predispositions (personality, background, gender, values, attitudes, beliefs, education and experience) and their impact on the risk management process, risk decisions and behaviour.</p>	
<p><b>Risk problem structuring and the creation of risk information and knowledge</b> In this unit students focus in detail on risk identification, estimation, evaluation and analysis generally. Both quantitative and qualitative methods and techniques are explored and explained.</p>	
<p><b>Using technology to support risk decision-making</b> Unit Four seeks to build upon the previous unit and identifies how technology (specifically databases, spreadsheets, decision support and business intelligence software, and specific risk-decision software) can enable the risk management process.</p>	
<p><b>Critical risk thinking and improved corporate risk decision-making</b> The final unit focuses on the outputs of the risk management process and sub processes. In this final session students consider the challenges of communicating risk information to a variety of organisational stakeholders for a variety of purposes.</p>	

Applicants Name.....

**IND004: Risk Leadership**

IRM Syllabus	Referenced syllabus from completed qualifications and /or work experience if applying for GradIRM/MIRM status
<p><b>Strategic management and risk leadership in overview</b> Describe the formal strategic management process comprising: mission statement, external and internal analysis, strategy formulation and implementation, and strategic control.</p>	
<p><b>Understanding the Strategic Environment</b> Outline the SWOT analytical approach and contrast the analyses of strengths, weaknesses, opportunities, and threats to formal risk analysis. Describe scenario planning and consider its potential advantages.</p>	
<p><b>Corporate Governance</b> Study different approaches to risk analysis and risk management:</p> <ul style="list-style-type: none"> <li>• a multinational finance perspective,</li> <li>• an international business perspective,</li> <li>• an integrative risk management perspective,</li> <li>• a strategic exposure perspective.</li> </ul>	
<p><b>Strategic management processes</b> Discuss strategic controls in the context of management information systems and benchmarking.</p>	
<p><b>Risk management frameworks</b> Strategic flexibility and real options perspectives in strategic decision making.</p>	
<p><b>Strategic management in action</b> Alternative views on the strategy formation process:</p> <ul style="list-style-type: none"> <li>• emergent strategy and autonomy,</li> <li>• lower level development efforts and resource commitments,</li> <li>• participatory and dispersed decision making.</li> </ul>	
<p><b>Strategic management and risk management – a closer look</b> Strategic response capabilities and responsive organisations.</p>	
<p><b>Strategic management and risk management – an even closer look</b> Risk management rationales and the risk return relationship.</p>	
<p><b>Strategic management challenges</b> Integrating risk management and strategic management.</p>	
<p><b>Risk leadership and ethics</b> Challenges arising from ethical dimensions of strategy, governance and risk management.</p>	

Applicants Name.....

**IND005: Risk Solutions**

IRM Syllabus	Referenced syllabus from completed qualifications and /or work experience if applying for GradIRM/MIRM status
<p><b>Structured approaches to managing risk</b></p> <p>To explain the business benefits associated with adopting a proactive and structured approach to managing organisation risks. To explore how an organisation implementing an enterprise-wide approach to managing risk needs to adopt a range of techniques to address specific risks. To identify the consequences of not managing risks successfully through case studies of the impact of significant organisational threats and the failure to seize significant business opportunities.</p>	
<p><b>Risk management strategies</b></p> <p>To identify a range of potential strategies for managing risk including resilience, flexibility, robustness and controls. To critically evaluate the benefits and limitations of each alternative strategy. To understand where regulatory pressures (such as Basel II, Solvency II, Sarbanes Oxley etc.) impose constraints on an organisation in terms of the approaches available.</p>	
<p><b>Internal controls</b></p> <p>To explain the fundamental purpose of internal controls and how a sound system is established. Determine how controls provide reasonable assurance regarding the effectiveness of organisational operations, procedures and compliance with external regulatory requirements.</p>	
<p><b>Hierarchy of risk responses</b></p> <p>To outline a range of potential risk responses and explain why these fit into a natural hierarchy. To explore how there may not be a single possible response to a specific risk and how risk responses need to be tailored to each risk issue.</p>	
<p><b>Eliminate and control risk</b></p> <p>To explain how strategies associated with eliminating risk at source are implemented by reference to concepts such as ‘Inherent Safety’ and learning from other organisations mistakes. To explain how strategies associated with modifying the probably of occurrence of outcomes are developed by reference to a range of approaches including:</p> <ul style="list-style-type: none"> <li>• Risk Control as applied to property loss control, fire safety and physical security,</li> <li>• Health, Safety and Environmental management,</li> <li>• Financial fraud risk management,</li> <li>• IT security risk management,</li> <li>• Portfolio management of opportunities (private equity portfolios, pharmaceutical product pipelines).</li> </ul> <p>To explain how strategies associated with modifying the consequences of an event should it occur are developed by reference to a range of approaches including:</p> <ul style="list-style-type: none"> <li>• Crisis management and communication,</li> <li>• Business Continuity Management.</li> </ul>	

**Risk financing**

To explain how strategies associated with transferring the consequences of events are developed by reference to a range of approaches including:

- Contractual risk transfer,
- Outsourcing of services,
- Insurance,
- Securitisation and catastrophe bonds,
- Derivatives and treasury risk management solutions,
- Blended solutions such as risk retention and Alternative Risk Financing (ARF) to briefly review the mechanisms of application as well as the strengths and limitations of each.

**Managing uncertainty and capturing opportunities**

To explain how strategies associated with developing resilient and flexible organisations are developed by reference to a range of approaches including information system networks. To explain how strategies associated with seeking out risk are developed in particular with reference to deriving business benefit and opportunities from operating with high levels of risk. Consider issues such as:

- Managing organisational change,
- Corporate Social Responsibility,
- Evaluating Merger and Acquisition opportunities.

**Structured approaches to managing risk**

To explain how to evaluate a range of potential risk responses including an introduction to the use of cost/benefit analysis techniques. To understand how an organisation managing a range of enterprise risks needs to adopt techniques capable of facilitating management decision making when resources available to manage risks are finite.

**Risk management programmes**

To explain how the range of risk responses reviewed to date can be brought together within an overall risk management programme. To identify the different elements of a risk management system (Policy, Objectives, Roles and Responsibilities, Risk Assessment, Risk Controls, Monitoring, Auditing and Reporting) and how these are implemented in practice. To explore how an organisation can implement risk management programme. To identify ways of sustaining the development of a risk management programme over time including techniques such as Continuity Improvement.

**Risk management culture**

To explore the cultural aspects of implementing a risk management programme including how to select approaches that are appropriate to a particular organisation’s culture. To understand how to translate a risk management Policy and Strategy into a series of medium term (three – five year) risk management objectives and hence implement a risk management improvement programme. To understand what can happen if a risk management programme is not adapted to an organisation’s culture. To explore how to management and monitor a risk management improvement programme across a large or complex organisation. To understand the need to develop and embed risk management skills and understanding in the organisation to support the implementation of a risk management programme. To introduce the concept of a ‘learning organisation’ To explore the value of monitoring and auditing programme progress as a way of evaluating the effectiveness of risk responses and encouraging continuous improvement

**Applicants Name**.....

Please insert the name of the specialism module(s) you are applying for exemption from.

Applicants applying for Graduate or Member status may add subject areas that are not currently listed in the Diploma for review, if they believe they are relevant.

## Level 2: Specialist Modules

<b>Specialism 1</b>	<b>Referenced syllabus from completed qualifications and /or work experience if applying for GradIRM/MIRM status</b>
Technical/Sector module.....	
<b>Specialism 2</b>	<b>Referenced syllabus from completed qualifications and /or work experience if applying for GradIRM/MIRM status</b>
Technical/Sector module.....	